Directory of Regions and stakeholders relevant to network Regions and members of CoMMER

D2.1 Deliverable
23/12/2018

Wolfgang Reimer[1], Meng-Chun Lee[1]

[1] Geokompetenzzentrum Freiberg eV (GKZ), Korngasse 1, 09599 Freiberg

Dissemination level		
PU	Public	Y
CO	Confidential, only for members of the consortium (including the Commission Services)	

Deliverable administration					
No & name	**D2.1 Directory of Regions and stakeholders relevant to network Regions and members of CoMMER**				
Status	Final	**Due**	M13	**Date**	2018-12-31
Author(s)	Wolfgang Reimer & Meng-Chun Lee, GKZ; Heidi Johansson, ERRIN				
Description of the related task and the deliverable. Extract from DoA	**Task 2.1 Identification of Stakeholders in networking regions (GKZ)** Development of a database of stakeholders within networking regions through the identification of relevant stakeholders and partners from the public and private sectors, research and academia and civil society for the SWOT analysis. **Task 2.2 Development of moderation techniques and acquisition of networking ideas (GKZ)** Development and performance of measures (such as in-house consultations, world cafes, think tanks, presence in the public space and other recognition related processes) to attract regional stakeholders and civil society with the aim of the project and to achieve a higher degree of long-lasting co-operation also by stimulating the stakeholders and civil society to contribute and to discuss their own networking ideas respective the aim of MIREU in general and WP2 in particular.				
Participants	GKZ, ERRIN, GTK, LAY, Regions				
Comments					
V	Date	Authors	Description		
1	21.12.2018	Meng-Chun Lee	v1.0		
2	28.12 2018	Wolfgang Reimer	v1.1		

About MIREU

The project MIREU aims to establish a network of mining and metallurgy regions across Europe with a view to ensure the sustained and sustainable supply of mineral raw materials to the EU. The network will help the regions to share knowledge and experiences when facing the challenge to establish and maintain an extractive industry. MIREU will facilitate an exchange between all interested stakeholders in the regions, namely regulatory authorities, political and administrative bodies, development agencies, mining companies, non-government organisations, as well as the general public. The project will develop a shared knowledge base, taking into account the region-specific geographic and economic features, cultural, societal and language diversity, and their historical developments. The network will also learn from experience in other regions of the World. This knowledge base will allow to understand what has been conducive and what hampering to the development of extractive and metallurgical industries. It will also provide the context for a bottom-up integration of these activities into their respective socio-economic and socio-cultural context. Development is about people and, therefore, bringing people into the decision-finding procedure in order to achieve a 'social license to operate' will be a key aspect of the project. Guidelines and recommendations for actions to be taken to foster a sustained and sustainable development of the extractive industries will be developed in close co-operation with a range of selected regions from the European Union. These regions will form a nucleus and multipliers for a more extensive network beyond the life-time of the project.

Partners

Table of Contents

1. ACRONYMS AND ABBREVIATIONS

AGH-UST	The AGH University of Science and Technology
AMEMM	The Energy Management Agency of Maramures
CoMMER	Council of Mining and Metallurgy European Regions
DGEyM	Dirección General de Energía y Minas-Junta de Castilla y León
DGIEM	Dirección General de Industria, Energía y Minas Junta de Andalucía
EMD	Exploration and Mining Division of the Department of Communications, Climate Action and Environment
ESIF	European structural and investment funds
EU	European Union
EU GDPR	European Union General Data Protection Regulation
GTK	Geological Survey of Finland
IAF	Instituto Aragonés de Fomento
JOSEK	Joensuu Regional Development Company JOSEK Ltd
KSR	Košice self-governing region
LAY	Arctic Centre of the University of Lapland
MIREU	Mining and Metallurgy Regions in European Union
MUL	University Leoben
NTUA	National Technical University of Athens
RCL	Regional Council of Lapland
REMIX	Smart and Green Mining of EU (INTERREG project)
RIS3	EU Smart Specialisation Strategy
SLO	Social Licence to Operate
SWOT Analysis	Strength-Weakness-Opportunity-Threat analysis
TUKE	Technical University of Kosice
UMWD-IRT	Marshal's Office of Lower Silesian Voivodeship
UNEXE	University of Exeter
VESTE	Verein Steirische Eisenstraße
WP	Work Package

2. EXECUTIVE SUMMARY

This report, Deliverable 2.1, is part of MIREU's Work Package (WP) Two: Networking Regions. The aim of WP2 is to initiate and conduct a sustainable European Union (EU) network of mining and metallurgy regions by increased sensitivity to improving framework conditions, social issues and industry competitiveness as well as raised public raw material awareness through a long-term cooperation. The objective is to establish coherent co-ordination and support mechanisms among a representative number of EU regions, and identify and engage other relevant EU regions.

Deliverable 2.1 defines as a directory of Regions potential stakeholders relevant to network Regions and of being potential members of the Council of Mining and Metallurgy European Regions (CoMMER). The directory is the cornerstone for establishing future networking activities, for instance, disseminations of project information and invitations to the MIREU Stakeholder Workshops during the Project life time and to maintain collaboration after the project has ended. The objective of the deliverable is to provide the latest directory of regional and national stakeholders relevant to network Regions but not exclusively to limited to these. As the aim of the deliverable is to identify the stakeholders relevant to networking Regions and to attract them to comply with the MIREU project aim, international stakeholders are excluded from this report. Furthermore, due to the sensitivity of the information, the public version of Deliverable 2.1 contains only general stakeholder information, for instance, the distribution of stakeholders by stakeholder groups. The detailed list of registered stakeholders is available to the MIREU project partners alone in Chapter 8.6: A.6. In addition to the directory, this report presented the actions carried out by the MIREU partners to support stakeholder identifications, registrations and engagements and the main obstacle during the implementation.

The actions carried out to support stakeholder identifications, registrations and engagements are introduced in Chapter Four: Implementation process. Chapter Four includes the definition of the stakeholder groups, the introduction of the online stakeholder identification form where the MIREU partners and stakeholders can register to the MIREU stakeholder database and the content of the general consent inquiry which ensures the compliance with the latest European Union General Data Protection Regulation (EU GDPR). Other assisting measures, such as the stakeholder engagement guidelines, the list of stakeholder engagement and participatory tools and further auxiliary measures such as the organisation of Fact-finding workshops are also included in Chapter Four.

After the introduction of the implementation process, Chapter Five presents the status quo of the regional stakeholder engagement. The MIREU regions in this chapter are those which have stakeholders registered in the MIREU stakeholder database and/or responded to the MIREU survey regarding the status quo of regional stakeholder engagement (Andalucía, ES; Aragon, ES; Castilla y León, ES; Cornwall, UK; Košice, SK; Ireland; Lapland, FI; Lower Silesia, PL; Maramures, RO; North Karelia, FI; Saxony, DE; Sterea Ellada, GR; Styria, AT). Each region has its individual section and at the end of Chapter Five, an overview is provided. The information in each regional section includes how the regional partner identified the stakeholders, the common engagement methods, if there are activities organised directly in the name of MIREU and if MIREU is introduced in other activities. Moreover, how many identified stakeholders had registered to the MIREU stakeholder database. Along with the information, a pie chart showing the registered stakeholders in the region by the stakeholder groups is provided. In total, 205 stakeholders registered in the MIREU stakeholder database. On average,

there are 14 stakeholders per MIREU region. The largest stakeholder group in the MIREU stakeholder database is the economy system (i.e. consulting firms, exploration companies, mineral processing companies, mining companies and metallurgy companies, etc.) with a share of 37%. The political (i.e. governments and other governmental offices, etc.) and the knowledge (i.e. research institutes and universities, etc.) systems accounts for 18% each while the cluster system follows closely behind, accounting for 17% of the total registered stakeholders. The stakeholders from the civil society system (i.e. non-governmental organisations and other civil society organisations, etc.) have a share of 9%. The media system only contributes 1% of the total registered stakeholders. In addition to the aforementioned information, the MIREU regional partners in Chapter Five also indicated their perceived difficulties in stakeholder engagement. The most common one is the lack of specific project PR media and results/information but also missing messages and appropriate background information "made by the region for the region" to specifically engage regional stakeholders in order to at least raise a substantial interest to further follow the MIREU project. Here it became most apparent that a clear depiction of how the project outputs could be beneficial for the regional stakeholders is still missing and cannot just be concluded from the MIREU project aim. This requires a continuous integration of the next results in a further stakeholder engagement and to better explain the project aim and benefit in attracting potential stakeholders for networking.

The last Chapter of Deliverable 2.1 is the conclusions – lesson learnt and demand of actions. Aside the aforementioned bottlenecks it is the new EU GDPR that is considered to be the main obstacle of the process as it prolonged the preparation of the stakeholder database and complicated the registration process. In order to lessen the burden of the MIREU regional partners, it was recommended to print out the consent inquiry and collect the consents at once in regional events relevant to mining and metallurgy. However, there was only little effort undertaken in this regard. While it was expected that the number of the registered stakeholders in the MIREU stakeholder database would be lower due to the new EU GDPR, it was recognised that some of the MIREU regions do not have sufficient registered stakeholders in the MIREU stakeholder database to support future project activities with their regional representatives. Therefore, at least 20 registered stakeholders per MIREU region was suggested by GKZ. The number was defined based on the average number of the registered stakeholder per region which currently has stakeholder registered in the database (i.e. 11 MIREU regions and on average, 19 registered stakeholders per region). The suggestion will be announced in the MIREU progress meeting in January (M14) in León, Spain. The situation should be relieved in later 2019 with new opportunities to get in contact with potential stakeholders supported by first Deliverables and project results and auxiliary measures also in conjunction with the MIREU sister project REMIX. In the meantime, Deliverable 4.1: Regional cultural identity and stakeholder mapping report was published in M9 and an overview of RIS3 in MIREU regions was prepared by GKZ in M13 (which was forwarded it to the respective WP, WP5: Identifying and promoting regional synergies for economic growth) creating the ground to specifically address stakeholders with precise data and background information to stimulate an interest at the several stakeholder levels in the MIREU projects aim.

3. INTRODUCTION

In this chapter, the aim and objectives of Deliverable 2.1 are introduced. Partners' contribution to Deliverable 2.1 and relevant tasks to Deliverable 2.1 are also indicated. In addition, the main obstacle during the implementation is addressed in this chapter.

3.1   Aim and objectives

Deliverable 2.1 refers to a directory of Regions and stakeholders relevant to network Regions and potential members of CoMMER and their input of networking ideas. Deliverable 2.1 is corresponding to Task 2.1: Identification of Stakeholders in networking regions and Task 2.2: Development of moderation techniques and acquisition of networking ideas.

The aim of Task 2.1 is to develop a database of stakeholders within networking regions through the identification of relevant stakeholders and partners from the public and private sectors, research and academia, and civil society for supporting the Strength-Weakness-Opportunity-Threat (SWOT) analysis. The aim of Task 2.2 is to develop measures to attract regional stakeholders and civil society with the aim of MIREU, which in turn helps to achieve a higher degree of long-lasting co-operation. The measures should also stimulate the stakeholders and civil society to contribute and discuss their own networking ideas respective to the aim of MIREU.

In order to achieve the aim of Task 2.1, the objectives of Task 2.1 were set on developing a classification of stakeholder groups, an online stakeholder database and a standard consent inquiry in response to the new general data protection regulation of EU (EU GDPR). The stakeholder data of Task 2.1 is contributed by MIREU partners.

As a supportive task for Task 2.1 in encouraging more active participation of stakeholders and long-term cooperation potential of MIREU, the objectives of Task 2.2 include providing stakeholder engagement guidelines with examples and a list of stakeholder engagement and participatory methods, conducting surveys regarding status quo of general stakeholder engagement and stakeholder identification/registration and supporting regions in engaging stakeholders by organising fact-finding workshops.

3.2   Contributions of partners

GKZ is the leader of WP2 and the lead beneficiary of Deliverable 2.1. Therefore, GKZ designed and implemented both the objectives and the roadmaps of Task 2.1 and 2.2. Simultaneously, GKZ was active in networking with other relevant projects, regions and external partners and auxiliary measures to expand the MIREU network and achieve higher synergies in the raw material sector.

The MIREU partners supporting Task 2.1 are ERRIN, Geological Survey of Finland (GTK) and the MIREU regions. The contribution of ERRIN in Task 2.1 can be recognised in the online stakeholder identification form, the online stakeholder database, the customised consent inquiry and the promotional material. The legal advisor from GTK assisted in developing the general consent inquiry to ensure the compliance with the latest EU GDPR. The MIREU regions contributed by identifying regional or national stakeholders, engaging the stakeholders and registering the stakeholders into the MIREU stakeholder database.

The official MIREU partner assisting in implementing Task 2.2 is the Arctic Centre of the University of Lapland (LAY). LAY participated in the planning of Task 2.2. and provided comments on the disseminated documents (i.e. the definition of stakeholder engagement and the list of stakeholder engagement and participatory tools) of Task 2.2. In addition to LAY, the University of Exeter (UNEXE) also provided examples and suggestions in this regard. MIREU

regions contributed to Task 2.2 by commenting on disseminated documents to improve them and responding surveys to provide an overview of the status quo of stakeholder engagement.

While GKZ prepared Deliverable 2.1, ERRIN assisted in proofreading. The MIREU regional partners (AGH-UST, AMEMM, DGEyM, DGIEM, EMD, GTK, IAF, JOSEK, KSR, LAY, MUL, NTUA, RCL, TUKE, UMWD-IRT, UNEXE and VESTE) contributed Deliverable 2.1 by registering stakeholders, responding the aforementioned survey and/or providing feedback on the content in the regional section (Chapter Five).

3.3   Obstacle: EU GDPR

The main obstacle in accomplishing Deliverable 2.1 is the latest EU GDPR, which came into force on 24 May 2016 and started applying from 25 May 2018. The new EU GDPR hinders the progress of Deliverable 2.1 mainly in two aspects, the length of time required to prepare a compliant stakeholder database and the number of stakeholders registering in the MIREU stakeholder database.

According to the new EU GDPR, if an organisation is to process personal data, it is required to provide complete information regarding the process to the natural persons whose personal data it desires to process, and it has to obtain explicit consent from them. As storing stakeholder contacts in the MIREU stakeholder database is considered processing of personal data, clear and open explanations on the intention of the data collection and storage, the use of the data, which data is collected, where the data is stored, the rights of the natural person, and the contact information of the data manager is necessary to obtain the consent from stakeholders. Therefore, it took an additional three weeks to draw up a standard consent inquiry with the assistance of the legal advisor from GTK.

The new EU GDPR has had a great impact on the number of stakeholders registering in the MIREU stakeholder database, as obtaining explicit consent from individual stakeholders at the beginning of a project is a rather difficult task. It requires a personal approach and extra promotional work. The MIREU regional partners had to reach out to individual stakeholders or a group of stakeholders to introduce and promote MIREU and obtain their consent after identifying the MIREU stakeholders. Even with more efforts put into attracting stakeholders, the number of stakeholders registering in the MIREU stakeholder database is often lower than the number identified. Another problem is the fact that partners do not know when the identified stakeholders are going to grant their consent. Hence, some partners have chosen to focus on identified key stakeholders. To sum up, the number of registered stakeholders, which is lower than expected, could limit MIREU's ability to form a comprehensive network and to acquire opinions from all angles.

On the other hand, it should be noted that the new EU GDPR applies only when personal names or other personal information are processed in data management. Therefore, partners are allowed to store stakeholder contacts without explicit consents under the condition that no personal information is involved.

3.4   Relations to other activities

Deliverable 2.1 is a cornerstone for other MIREU activities. The stakeholder data collected in the stakeholder database is to be used for the dissemination of project newsletters and project results (WP8), conducting surveys for SWOT analysis (WP2-6), invitations to MIREU

networking activities, such as Social Licence to Operate (SLO) workshops (WP4), Stakeholder Workshops (WP2) and other clustering activities (WP9).

4. IMPLEMENTATION PROCESS

In this chapter, the process of implementation of Task 2.1 and Task 2.2 is introduced. The implementation of Task 2.1 and Task 2.2 produced the content of Deliverable 2.1. The concept of the tasks, pro-active identification and engagement with stakeholders, is based on the experience made by REMIX and other Coordinated and Support Actions as well as common practise in marketing. Therefore, MIREU WP2: Networking Regions begins the Work Package with identifying, categorising and engaging regional stakeholders in a common approach such as an online stakeholder identification form and a stakeholder database for gathering contacts of regional stakeholders. Both were developed by ERRIN and GKZ. Task 2.2 aims at how to engaging stakeholders with regard to different mentalities, behaviours and communication channels and to exemplarily developing appropriate supporting measures. They are introduced at the end of this chapter.

4.1 Experience made by REMIX

The MIREU sister project, REMIX: Smart and Green Mining of EU, offers valuable insights into identifying and engaging regional stakeholders. It is part of the REMIX objectives to raise awareness of its agenda among its target audience, for instance, local/regional authorities; stakeholders responsible for mining and raw material development, related strategies and smart specialisation; and industry. The objectives are to be achieved by having stakeholder group meetings, carrying out peer review visits, organising workshops and networking lunches, dissemination of newsletters and other promotional materials. The approach of REMIX is deemed successful in engaging regional stakeholders into the project. Hence, this experience is borrowed and implemented in MIREU by GKZ, the advisory partner of REMIX.

Experience made by REMIX prompted GKZ to provide the guidelines for stakeholder engagement, a list of engagement methods, and practical examples of stakeholder engagement events to MIREU partners (Task 2.2) with the intention to encourage pro-active actions in attracting stakeholders to MIREU coming from different regions and different societal levels. As the stakeholders are introduced to MIREU at the beginning of the project, there is a higher possibility for them to register as MIREU stakeholders and to receive the information regarding the project's progress and outcomes, invitations to MIREU events and relevant MIREU surveys. The pro-active actions should also lead to a higher acceptance and response rate from the stakeholders and stimulate the stakeholders for further networking activities.

4.2 Defining and Identifying MIREU Stakeholders and Classification of Stakeholder Groups

MIREU Deliverable 2.1 adopts the most well-accepted definition of stakeholder proposed by Freeman (2010) that *a stakeholder in an organization is (by definition) any group or individual who can affect or is affected by the achievement of the organization's objectives* (p. 46).While the definition enables MIREU partners to identify MIREU stakeholders, it is so general that partners might not know where to start. It is also possible that partners accidently oversee individual stakeholders due to the lack of overview. Therefore, it was proposed that a

framework for stakeholder identification and stakeholder groups could be effective in supporting measures to increase the efficiency in identifying stakeholders, finding appropriate approaches for individual stakeholder groups and analysing the results.

During the process of searching for appropriate stakeholder identification and stakeholder group classification measures, it is noted that a large part of the relevant stakeholder analysis literatures focuses more on understanding the power dynamics between stakeholders and the transparency and equity of decision making (Reed et al, 2009). The popular stakeholder categorising methods include the two-tier stakeholder map, which divides stakeholders into "primary" and "secondary" stakeholder groups based on the potential of influence on the continued growth and survival of the business and the potential of affecting the relationships between the business and the primary stakeholders; the matrix of influence and interest (Eden & Ackermann, 1998), which proposes management strategies for individual stakeholder groups based on its interest and influence levels; the matrix of cooperation and competition (Freeman, 2010), which offers approaches to different stakeholders based on their relative cooperation potential and competitive threat; and the salience model (Mitchell & Agle, 1997), which divides stakeholders into seven groups based on their level of power, legitimacy and urgency, identifies the characteristics of each group and proposes the corresponding management approaches. While the stakeholder analysis methods are useful in stakeholder management, it does not necessarily provide a systematic way for stakeholder identification.

The MIREU stakeholder identification and stakeholder groups built on the stakeholder identification method proposed by Achterkamp and Vos (2007), "Critically Identifying Stakeholders, Evaluating Boundary Techniques as a Vehicle for Stakeholder Identification", the Deliverable 2.1 of the Horizon 2020 Mineral Intelligence Capacity Analysis (MICA) project (Erdmann, n.d.), and the checklists from "A Guide to Collaborative Inquiry and Social Engagement" (Chevalier & Buckles, 2008). The method proposed by Achterkamp and Vos (2007) provides a systematic framework to identify stakeholders and theoretically solve the problem which arises from the broad stakeholder definition of Freeman (2010). The MICA Deliverable 2.1 and the checklists support in developing stakeholder groups in mining and metallurgy sector. The approaches developed by Dougill et al. (2006) and Prell et al. (2009) and Chevalier and Buckles (2008) are not adopted, as the approaches are more suitable for the actual stakeholder identification process than for developing the stakeholder identification framework and stakeholder groups. Their approaches mainly consist of interviews, focus groups, stakeholder self-selection by responding to advertisements and/or announcements, written records, identification through other stakeholders, etc (Reed et al, 2009).

In the theory of the "Critically Identifying Stakeholders, Evaluating Boundary Techniques as a Vehicle for Stakeholder Identification", the stakeholder identification method is built upon a key concept of critical system thinking (CST) boundary critique, which defines both what issues to include or exclude and who to involve to deal with the issues (Midgley, 2003). CST refers to a thinking framework which combines system thinking and participatory methods to tackle challenges characterised by large scale, complexity, uncertainty, impermanence and imperfection (Bammer, 2003). CST emphasises scoping problems, ensuring multi-disciplinary and –sector involvement, integrative function, collaborative function and practical application of policy or action (Bammer, 2003). The boundary critique is applied to the stakeholder identification and classification method, as the definition of a stakeholder proposed by Freeman

has such a broad coverage that essentially everyone can be considered as a stakeholder. Hence, boundaries are drawn upon the two basic stakeholder groups defined as the actively involved and the passively involved. The party actively involved is a group or an individual who can affect the achievement of the project objectives. Three roles are defined based on three basic sources of influences. The first basic source of influence is motivation. The party whose purposes are served through the project takes the role as Client. The second basic source of influence is control. The party who is in control of setting the requirements regarding the project and evaluating if the requirements are met takes the role as Decision Maker. The last basic source of influence is expertise. The party who contributes with the expertise throughout the project takes the role as Designer. The party Passively Involved is affected by the process and/or the outcome of the project but unable to influence. The role Representative refers to the party who acts as a proxy for another party. The summary of the roles with definitions is shown in Table 4.1. In addition, guiding questions for identifying the role of stakeholders are in Table 4.2.

Table 4.1 Definition of roles of involvement in project

Role	Definition
Party involved, actively and passively (the two basic categories)	*A party involved* is any group or individual who can affect (1) the achievement of the project objectives or (2) who is affected by the achievement of these objectives. The first category is labelled the *actively involved*; the second category is labelled the *passively involved*
Client	*A client* is the party whose purposes are being served through the project
Decision maker	*A decision maker* sets requirements regarding the project process and outcomes and evaluates whether these requirements are met
Designer	*A designer* contributes expertise within the project and is responsible for the (interim) deliverables
Passively involved; representative	*A passively involved* is affected by the project outcomes or project process without being able to influence the process or these outcomes. *A representative* is a person who has been chosen to act on behalf of another, that is the passively involved

Table 4.2 Guiding questions for identifying stakeholders

| Role	Guiding question
Client	What are the benefits of the projects outcomes for the clients mentioned so far? Are there any others who also benefit from these effects? Are there any other benefits leading to different clients?
Decision maker	What are the power resources of the decision makers mentioned so far? Are there any other decision makers with similar power resources? Are there any other relevant power resources; which decision makers use these? What are the relevant topics these decision makers can decide on? What are the topics these decision makers cannot decide on; what decision makers do have this ability?
Designer	What is the relevant knowledge or expertise of the designers mentioned so far? Are there any other designers with similar knowledge or expertise? What are relevant problem areas and topics? What designers might contribute to these problem areas and topics?
Passively involved; representative	What are the effects of the project outcomes or project process on the passively involved mentioned so far? Are there any other (negative) effects, and who are affected? Are the interests of passively affected taken into account in the project? Why (not)?

Along with classifying stakeholders into different roles, the study divides a project into four phases: initiation phase, development/performance phase, implementation phase and maintenance phase. As the purpose of each phase differs, stakeholders involved shall be different as well. In Table 4.3, an overview of the phases with definitions is presented. By placing parties into different phases, the boundaries of the stakeholder identification are finally set since the stakeholders that should be involved are selected. This is also a start of stakeholder involvement management.

Table 4.3 Overview of project phases

Phase	Definition
Initiation phase	This phase focuses on generating ideas, and defining the goal of the project
Development/performance phase	This phase focuses on performing activities to reach these goals
Implementation phase	This phase focuses on implementing the project outcomes
Maintenance phase	This phase focuses on applying, monitoring, and evaluating the project's outcomes

The identification method consists of four steps: defining the goal of the project; individual brainstorming – identification of the involved; group brainstorming – identification of the involved based on roles; and group brainstorming – phasing the involvement. Before the last step, the intention is to make the list of stakeholders as complete as possible. Figure 4.1 provides the flow chart of the stakeholder identification method.

Figure 4.1 Flow chart of the stakeholder identification method
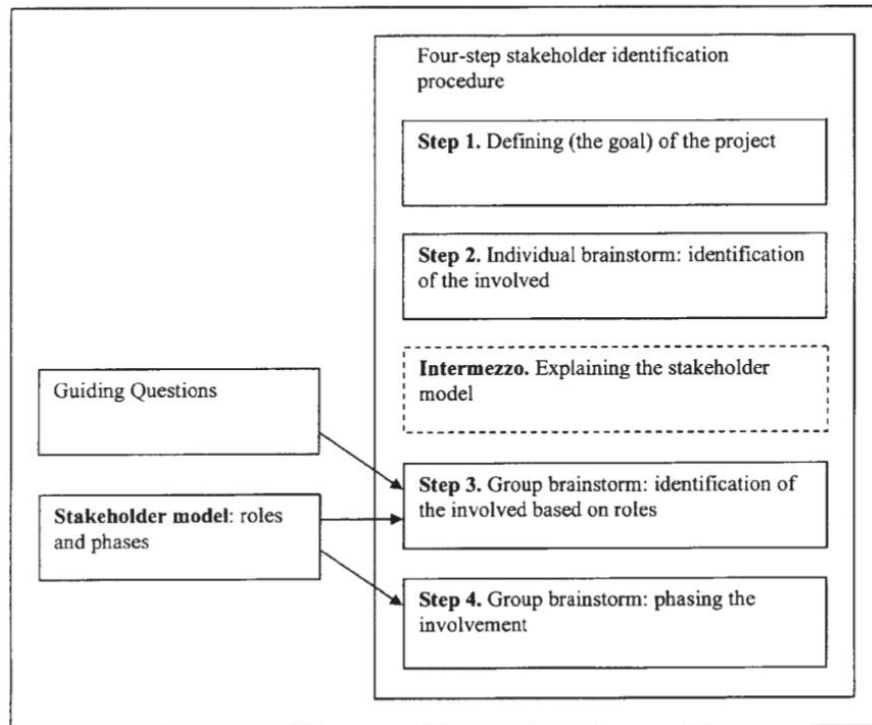
As the first step of building the MIREU stakeholder identification framework, GKZ adopted the aim of MIREU stated in the grant agreement as the definition of the MIREU project. In short, MIREU aims to establish a network of mining and metallurgy regions across Europe with a view to ensure the sustained and sustainable supply of mineral raw materials to the EU. The network especially focuses on improving framework condition, mapping synergies, exchanging knowledge and experiences and managing SLO.

Following the stakeholder identification method to the second step, the individual brainstorming: identification of the involved, was conducted within GKZ and reviewed by task partners, GTK and ERRIN. The identification process was supported by the check lists for stakeholder identification from "A Guide to Collaborative Inquiry and Social Engagement" (Chevalier & Buckles, 2008). In addition, GKZ used Deliverable 2.1 from the MICA project as a reference for classifying stakeholder groups. In total, stakeholders are classified into six groups: political system, civil society system, knowledge system, economy system, cluster system and media system. The overview of the stakeholder groups and the sub-groups identified

are shown in Table 4.4. Based on the stakeholder groups, MIREU partners were required to upload their stakeholder data into the MIREU stakeholder database.

Table 4.4 Stakeholder groups and sub-groups identified

Stakeholder Group	Definition and/or Examples
1. Political system	
1.1 Executive	Levels of governments and ministries (Economic affairs, environment, spatial planning and social affairs)
1.2 Legislative	Parliament
1.3 Judiciary	
1.4 Political party	
1.5 Other governmental office	Public institutions, organisations under the management of ministries, for examples, Saxon mining office (Sächsisches Oberbergamt), Geological Survey of Finland (GTK)

Stakeholder Group	Definition and/or Examples
2. Civil society system	
2.1 Community-based group	Related citizen initiative, cooperative and foundation; indigenous group
2.2 Non-government organisation (NGO)	Covering areas such as development aid and relief, social welfare, environment, human rights and mining
2.3 Religious group	
2.4 Trade union/Labour union	
2.5 Other civil society organisation (CSO)	

Stakeholder Group	Definition and/or Examples
3. Knowledge system	
3.1 Research institute	Public and private research institutes and universities
3.2 Data platform	A virtual platform containing database, data management and service, ex. Mineral4EU: European minerals knowledge data platform
3.3 Knowledge forum	E.g. World resources forum and European technology platforms (ETPs)
3.4 Think tank/Policy institute	Research institutes/organisations utilised to solve complex problems and/or predict or plan future developments in areas such as military, policy and social, ex. European Parliament think tank
3.5 Other knowledge management organisation	Ex. Edumine

Stakeholder Group	Definition and/or Examples
4. Economy system	
4.1 Financial institution	Investment, contractual and depository institution, ex. Investment bank, brokerage firm and underwriters
4.2 Industry	Mining and metallurgy related industries
4.2.1 Upstream	E.g. mining and metallurgy associations and enterprises
4.2.2 Downstream	E.g. chemical, construction material, industrial minerals, metals and recycling and metal recovery industry
4.2.3 Cross-business organisation	Chamber of commerce, employers association, industry federation, ex. Business Europe, CBI and DBI
4.2.4 Travel/Tourist agency	
4.3 Standardisation organisation	E.g. ISO
4.4 Other	

Stakeholder Group	Definition and/or Examples
5. Cluster system	
5.1 MIREU related project	E.g. REMIX, MinLand, Minlex and FAME
5.2 Network	E.g. ERRIN
5.3 Cluster	Platforms bringing professionals and/or stakeholders from different sectors for a certain purpose, ex. European innovation partnership (EIP) on raw materials, European institute of innovation and technology (EIT) raw materials and recycling-cluster wirtschaftsstrategische Metalle Niedersachsen (REWIMET)
5.4 Other MIREU related cluster	

Stakeholder Group	Definition and/or Examples
6. Media system	
6.1 Traditional media	One-way communication to the mass audience, ex. Newspapers, magazines, journal, television and advertising agency
6.2 New media	Interactive/Two-way communication with audience, ex. Social media and online encyclopaedia (Wikipedia)
6.3 Communication platform	Ex. TED talks, EU Minerals Day, university day/week, conference and forum
6.4 Other media	

By placing individual stakeholders into an appropriate role, the result provides an overview of the target groups of MIREU. As identifying individual stakeholders is a continuous process throughout MIREU, trying to place each of them into a role will be an endless task. Hence, this step is to be presented through placing individual stakeholder groups into different roles. However, as the members of project relevant working groups, for instance, project partners, expert groups and advisory boards, consist of various organisations from different stakeholder groups but work for specific project objectives, this type of project working group is to stand alone from the other stakeholder groups during the allocation of the roles. In addition, it should be noted that as MIREU progresses, it is always possible that certain stakeholder groups are moved from one role to the other. Table 4.5 provides an overview of the roles of the different stakeholder groups.

Table 4.5 Role of different stakeholder groups

Role of Stakeholder	Stakeholder Groups
Client	**1. Political system**: (1.1) Relevant* executive; (1.2) Relevant legislative; (1.5) Relevant other governmental office **2. Civil society system**: (2.1) Relevant community-based group; (2.2) Relevant NGO **3. Relevant knowledge system** **4. Economy system**: (4.2) Industry **5. Relevant cluster system**
Decision maker	**European Commission (EC)**
Designer	**MIREU project partners, SLO international panel and MIREU advisory board** (Stakeholder groups that only contribute expertise but are **not** responsible for deliverables of the project: **1. Political system**: (1.1) Relevant executive; (1.5) Relevant other governmental office **2. Civil society system**: (2.1) Relevant community-based group (2.2) Relevant NGO **3. Relevant knowledge system** **4. Economy system**: (4.2) Industry **5. Relevant cluster system**)
Passively involved	**1. Political system**: (1.1) Executives; (1.2) Legislative; (1.4) Political party; (1.5) Other governmental office **2. Civil society system**: (2.1) Community-based group; (2.2) NGO; (2.4) Trade union/Labour union; (2.5) Other CSO **3. Knowledge system** **4. Economy system**: (4.1) Financial institution; (4.3) Standardisation organisation; (4.4) Other **5. Cluster system** **6. Media system**
Representative	**1. Political system**: (1.4) Political party **2. Civil society system**: (2.2) NGO; (2.4) Trade union/Labour union; (2.5) Other CSO

*Relevant: In areas relevant to mining and metallurgy

In order to adapt the theory to MIREU, the phases proposed are adjusted accordingly. Since the initiation phase was concluded before the MIREU kick-off, it is not taken into consideration. The development/performance phase refers to the project period when MIREU partners carry out the tasks. In order to distinguish the implementation phase and development/performance

phase, the project outcome is defined as the establishment of CoMMER. The maintenance phase is the continuous development of CoMMER after MIREU is terminated. Table 4.6 shows the estimated placement of roles in different phases of the project and the information should be taken as reference for stakeholder engagement activities of MIREU. As the D2.1 is to be delivered in M13, December 2018, it is possible that the current placement is not appropriate in the future. Therefore, this should only be taken as an estimation and should remain adaptable to future circumstances.

Table 4.6 Involvement of roles of stakeholders in different phases of the project

Phase of the project	Role of stakeholder
Initiation phase	X
Development/Performance phase	Decision maker, **designer** and **client**
Implementation phase	**Designer** and **client**
Maintenance phase	**Former designer and client which are new designer and new decision maker** (the board of CoMMER)

4.3 Online Stakeholder Identification Form

The purpose of the online stakeholder identification form is to collect the stakeholder contact information, the stakeholder group information and the interests of the stakeholder using a standardised approach. The data should provide indicators regarding appropriate approaches and engagement methods towards MIREU stakeholders.

The stakeholder contact information includes the name of the stakeholder, the e-mail address, the name of the organisation the person is representing, the link to the website and/or Twitter account of the organisation, the telephone and/or the fax number(s), the organisation's post address and the contact language. For inquiring the stakeholder group information, questions such as if the organisation is at regional or national level and which of the stakeholder groups the organisation falls into are placed in the form. It should be noted that international stakeholders are excluded in this task as networking Regions focusing on regional and, at most, national level. The potential interests of the stakeholders which are proposed in the form are key topics discussed in MIREU, such as SLO, policy making, smart specialisation (RIS3), cultural heritage and citizen science, research and academia, clustering, European structural and investment funds (ESIF) and regional investment and cooperation with other governmental office. The option to add other interests is also available. The online stakeholder identification form can be found in Attachment A.1.

As it is expected that the regional stakeholder data may be uploaded by MIREU partners instead of the stakeholders themselves, the stakeholder identification form was designed as a two-folded form. Once the option of "Is the Stakeholder's personal information different to the data stated in section 1?" is selected, section 2 drops down another block where the data of the stakeholder can be filled in while section 1 contains the contact information of the MIREU partner who uploads the data. In order to ensure that it is in accordance with the EU GDPR, the proof of the stakeholder consent given to MIREU partners is to be uploaded along the stakeholder information. The consent should be given only after the stakeholder has reviewed the MIREU consent inquiry. The MIREU consent inquiry consists of information regarding

what MIREU is, why MIREU collects the stakeholder data, which data that is collected, where MIREU stores the data, the rights of the stakeholders, the inquiry for consent and the contact information of the data manager. The second fold of the stakeholder identification form can be found in Chapter 8.2: A.2 and the complete standard consent inquiry with instructions for MIREU partners from GKZ can be found in Chapter 8.3: A.3.

4.4 Stakeholder database management

The stakeholder database is developed by ERRIN as a part of the MIREU website. Full access to the stakeholder database is limited to ERRIN and GKZ in order to ensure that the personal information remains private. However, a public stakeholder directory is available for MIREU partners and the stakeholders registering to the MIREU website (Link to Public Stakeholder Directory). The public stakeholder directory provides information on organisation name, interests of the organisation, language used, if it is a regional or national organisation and which stakeholder group it belongs to. Additional functions such as searching stakeholders based on interests, stakeholder groups, regional/national level and if a consent is given to a MIREU partner is provided.

4.5 Stakeholder engagement guideline, list of stakeholder engagement and participatory tools and other supportive actions

In addition to aforementioned tools, other assisting measures were implemented to support regional stakeholder engagement. The stakeholder engagement guideline and the list of examples were developed and disseminated by GKZ in the name of Task 2.2 Development of Moderation Techniques and Acquisition of Networking Ideas. As mentioned in Chapter 2.1 Aim and objectives, Task 2.2 is a supportive task to Task 2.1. Its objective is to encourage the MIREU partners to individually introduce their stakeholders to MIREU and during the engagement, develop networking ideas. This is expected to be a cornerstone for developing network potential, raising awareness about the aim of MIREU and setting the scene for CoMMER. The task takes into account that by diverse management structures, hierarchies, different commitments to mining and metallurgy as well as to networking at all, and, not to forget, mentalities, stakeholder identification requires different and in most cases adjusted approaches.

The stakeholder engagement guideline disseminated in M4 to the MIREU partners is provided in Chapter 8.4 (A.4) with a good practice from GKZ in Saxony. Along with the stakeholder engagement guideline, the definition of stakeholder engagement (Chapter 8.5: A.5) and a list of about 40 stakeholder engagement and participatory tools were provided. Each of the stakeholder engagement or participatory tool in the list is introduced as follows: the name of the method; a short description; the potential target group(s); the potential level(s) of engagement; and the reference. After receiving the feedbacks from the MIREU partners, a few additional tools were added and the tools for the baseline assessment were introduced in a separated spreadsheet, including Social Impact Assessment, Environmental Impact Assessment and Socio-economic Assessment. Both the stakeholder engagement guideline and the list of stakeholder engagement and participatory tools are available at MIREU Document Library on the MIREU website.

Regarding the other supportive actions, GKZ had implemented a MIREU Fact-finding Seminar and is planning two other Fact-finding Workshops in order to stimulate stakeholder engagement, speed up the implementation of the MIREU project and to use the financial means most efficiently.

GKZ with the assistance from NTUA and VESTE organised the MIREU Seminar: Cultural and Industrial World Heritage in Mining and Metallurgy – A European Fact-finding in M7 at the GKZ head office in Freiberg. The Seminar had attracted stakeholders from different regions including a member of the German ICOMOS (International Council on Monuments and Sites)/UNESCO World Heritage applicant, representatives from INTERREG projects, the CEO of the Outokumpu Heritage Centre, the Director of the Lavrion Technological Cultural Park and a representative from the Saxon Mining Authority. The Seminar was well perceived by the participants and opened-up a dialogue among the Regions in regard to valorising regional mining and metallurgy heritage and stimulate the relevant networking activities. In addition, the information gathered from the Seminar also contributes to Task 2.3 Mining heritage and research capacities in Regions – SWOT Analysis and transferability and Task 2.5: Stakeholder Workshops, Cultural Heritage and citizen science (Exeter). The report of the Seminar and preparatory documents are available at MIREU Document Library on the MIREU website.

The two Fact-finding Workshops in planning is to support the MIREU partner in Maramures, Romania and the MIREU partners in the cross-border area of Span and Portugal with a workshop held in Seville, Spain. The Maramures Fact-finding Workshop is expected to take place in M18 to implement a number of WP2 tasks right in the region and by face-to-face meetings with regional and national stakeholders. The Workshop of cross-border regional cooperation in Seville has been developed by support of private corporations and the regional MIREU partner, Junta de Andalusia and needs to be adjusted with regard to further REMIX measures and the High Level Group Conference of MIREU scheduled for 15-16 January 2019.

There are also regions actively engage the stakeholders individually, for instance, UNEXE engages the Cornwall Council Mineral Planning department to discuss feedback on future project deliverables, as well as the potential benefits of MIREU, UMWD-IRT introduced MIREU to stakeholders through REMIX stakeholder meetings, LAY, RCL and GTK's direct stakeholder engagement through the MIREU SLO first workshop in Rovaniemi, Finland, and MUL and VESTE's direct stakeholder engagement through the MIREU SLO second workshop in Leoben, Austria.

In context of the ongoing stakeholder engagement and output of Networking Ideas, more actions will have to be undertaken beyond M13. Until M13, a critical number of Regions have been investigated and networking ideas identified that will be subject to further discussion based on the results of the Regional SWOT analysis.

5. DIRECTORY OF REGIONS AND STAKEHOLDERS RELEVANT TO NETWORK REGIONS AND POTENTIAL MEMBER OF COMMER

The first part of this Chapter provides the general information of stakeholder engagement in individual MIREU regions, for instance, the methods used in engaging regional stakeholders, the number of regional stakeholders registering in the MIREU stakeholder database and the distribution of registered stakeholders by stakeholder groups. The second part gives an overview of the registered MIREU stakeholders including the total registered number, the average registered number per region and a pie chart showing the registered MIREU stakeholders by stakeholder groups. The information attributes to the MIREU survey regarding

the status quo of regional stakeholder engagement conducted in the name of Task 2.2 (M8-9), the feedbacks from the respective MIREU regions and the MIREU stakeholder database.

5.1 Identified and registered national and regional stakeholders by regions

The information of the national and regional stakeholders is contributed by the MIREU partners. In each section, the regional partner of MIREU is indicated along with information on how stakeholders of MIREU are identified, the common stakeholder engagement methods in the region, the methods already employed for engaging stakeholders to MIREU, and perceived or expected difficulties in stakeholder identification, registration and engagement. In addition, as the latest EU GDPR impacts on the number of registered MIREU stakeholders, this section will not only present the registered stakeholders in each stakeholder group but also the share of the registered stakeholders in the identified stakeholder groups. The information offers an overview regarding the size of stakeholders in a region and the share of active participation. It is also regarded as an indicator on whether the registered number is representative.

5.1.1 Andalusia, Spain
The Dirección General de Industria, Energía y Minas Junta de Andalucía (DGIEM) is the MIREU regional partner located in Andalusia, Spain. The regional stakeholders in the mining sector have been identified from the different actors involved in mining activities, who have recently been in contact with DGIEM regarding issues related to mining (companies, industry associations, administrations involved in permitting process, universities specialised in mining studies, innovation agents, etc).

While there is an existing formal stakeholder engagement approach/strategy in DGIEM (Mesa de la Minería), it does not cover all the stakeholders in the mining and metallurgy sectors. Therefore, DGIEM had contacted the stakeholders outside of the strategy in relatively informal ways. The common stakeholder engagement methods include communication through phone calls and networking at other events, e-mails, workshops and meetings. DGIEM has contacted the stakeholder directly in the name of MIREU through newsletters and e-mails. MIREU was also introduced indirectly in other newspaper articles, online articles, workshops and meetings. The MIREU project has been introduced in the INFACT H2020 project's regional meeting, and in the GEO_FPI ERFD POCTEP project meeting. The MIREU project is expected to be introduced in the final INT-MET H2020 project meeting in Seville, on January 23th, 2019. The identified limitations in engaging stakeholders are the lack of clear project inputs and/or processes and existing project results to present.

The registered MIREU stakeholders in DGIEM, Spain, accounts for more than 50% of the identified stakeholders. Among the stakeholder groups, more effort is needed to engage stakeholders from the economy system. For instance, mining companies usually require more time and convincing arguments about the benefit to confirm their acceptance to participate in MIREU. The perceived difficulties while identifying and registering the stakeholders are similar to stakeholder engagement, namely the lack of clear project inputs, processes and existing project results to present and the difficulty in prioritising stakeholders or deciding whom to contact. Chart 5.1 shows the registered MIREU stakeholders in Andalusia, Spain, by stakeholder groups. The total registered number of stakeholders is 26.

Chart 5.1 The registered MIREU stakeholders in Andalusia, Spain, by stakeholder groups


N= 26
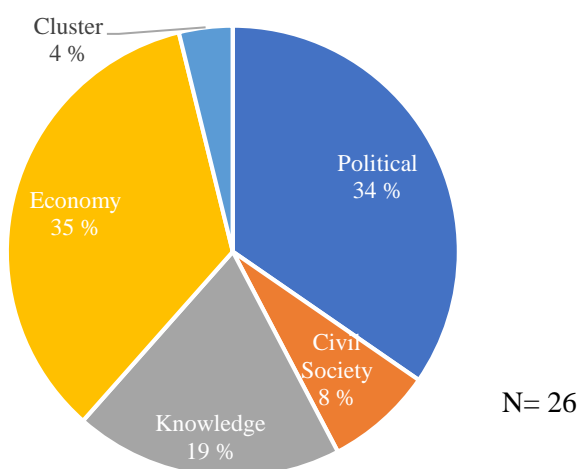
5.1.2 Aragón, Spain

The Instituto Aragonés de Fomento (IAF) is the MIREU regional partner located in Aragón, Spain.

While there is no existing formal stakeholder engagement approach in IAF, the institute employs stakeholder engagement methods including communication through phone calls, newsletters, online/newspaper articles, social media and e-mails as their common engagement techniques. IAF has contacted their stakeholders directly in the name of MIREU through phone calls and e-mail exchanges. MIREU was also introduced indirectly in other seminars and conferences. The identified limitations in engaging stakeholders are the lack of appropriate topics for engagement and the difficulty in prioritising whom to contact which is subject to the internal decision making.

The registered MIREU stakeholders in Aragón, Spain, accounts for 20-50% of the identified stakeholders. Among the stakeholder groups, more effort is required to attract the stakeholders from the civil society system, the economy system and clusters. What hinders the task is the difficulty in prioritising whom to contact, similar to the limitation of engaging stakeholders. Chart 5.2 presents the registered MIREU stakeholders in Aragón, Spain, by stakeholder groups. The total registered number of stakeholders is 21.

Chart 5.2 The registered MIREU stakeholders in Aragón, Spain by stakeholder groups

N= 21
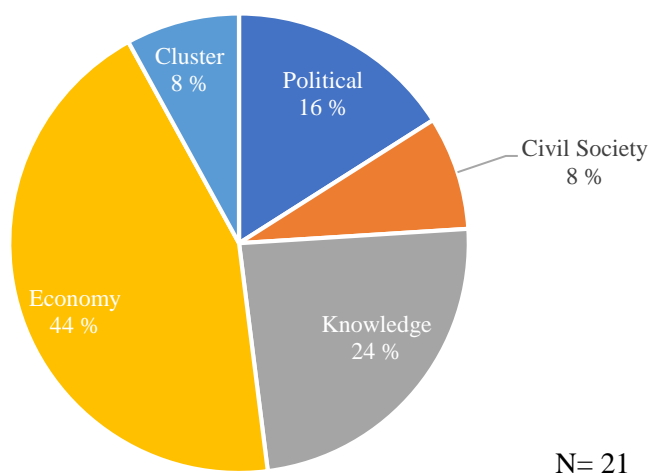
5.1.3 Castilla y León, Spain

The Dirección General de Energía y Minas-Junta de Castilla y León (DGEyM) is the regional partner in Castilla y León, Spain responsible for carrying out stakeholder identification and registration. The registered stakeholders in Castilla y León, Spain by stakeholder groups are shown in Chart 5.3. There was no comment on the specific activities being carried out for stakeholder identification and engagement and no reasons mentioned for the low impact of stakeholder engagement and In total, six stakeholders are registered.

Chart 5.3 The registered MIREU stakeholders in Castilla y León, Spain by stakeholder groups

N= 6
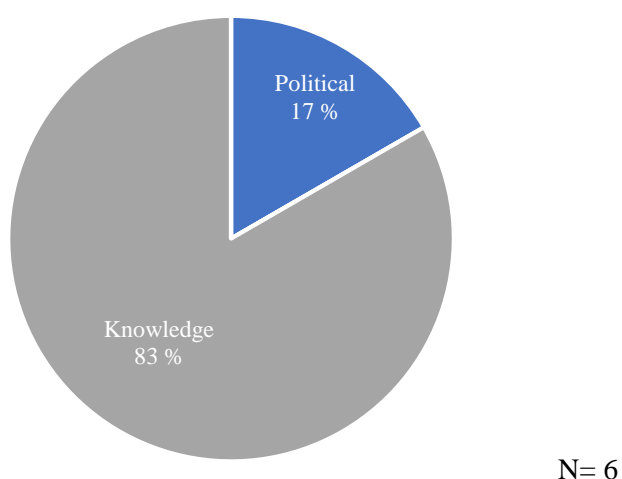
5.1.4 Cornwall, UK

The Camborne School of Mines of the University of Exeter (UNEXE) and Cornwall Council (CC) are the MIREU regional partners in Cornwall, UK.

Cornwall has in excess of 120 stakeholder organisations with direct links to the mining and minerals industry, ninety-six of which are members of the Cornwall Mining Alliance (CMA). The CMA is an industry cluster founded in 2016 in response to a UK Government (Department for International Trade) drive to connect UK mining expertise with high value opportunities in the global mining sector. The vast majority (over 80%) of CMA members are micro businesses and/or SMEs, which is a trend repeated across many other business sectors in the region. The high proportion of small businesses in each sector makes engaging with all potential MIREU stakeholder groups a considerable commitment, in terms of time and resource.

UNEXE stakeholder engagement to date has therefore concentrated on priority groups, which in this context are those considered most likely to participate (based on current interests, understanding of mining and potential synergies) and add value to the project at this early stage.

These stakeholders include organisations based in the region that operate across the following CMA categories:

- Geological
- Mineral processing
- Mining engineering and surveying
- Environmental and social
- Energy
- Software and digital
- Analysis and testing
- Research and training
- Contractors and supply chain
- Professional support services
- Mines and quarries
- Mining heritage

Many organisations are multi-disciplinary and have therefore listed under several service sectors. Chart 5.4 below has simplified the primary service area of each member organization.

Chart 5.4 Simplified the primary service area of each CMA member organization
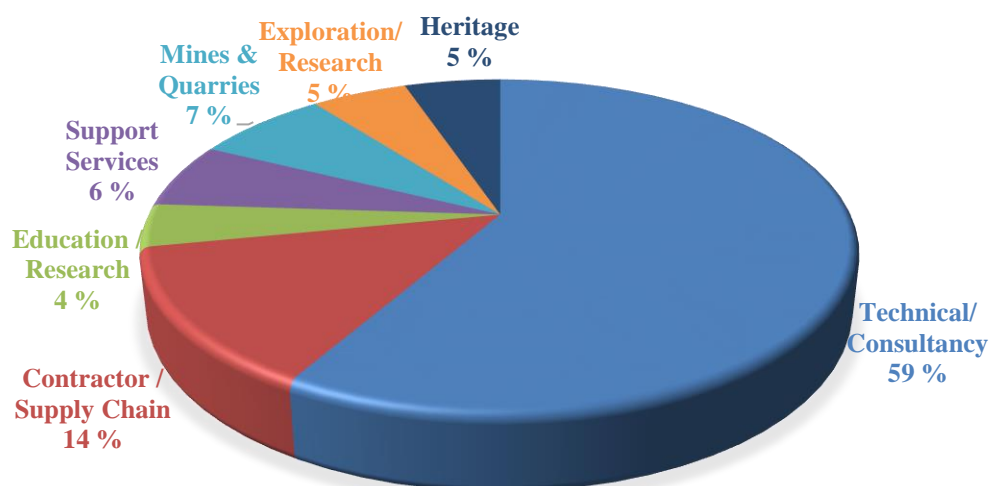
Other priority stakeholders include relevant national and regional policy makers and politicians; regulatory authorities involved with project permitting and monitoring; industry groups and governmental bodies connected with natural resource management, as well as mineral owners.

Formal emails about MIREU have been sent by UNEXE to over 100 potential stakeholders from the above groups in order to instigate engagement. About 40 to 50% of those approached have registered as project stakeholders, as shown in Chart 4.5. The total registered number is 65.

Chart 5.5 The registered MIREU stakeholders in Cornwall, UK by stakeholder groups

N= 65
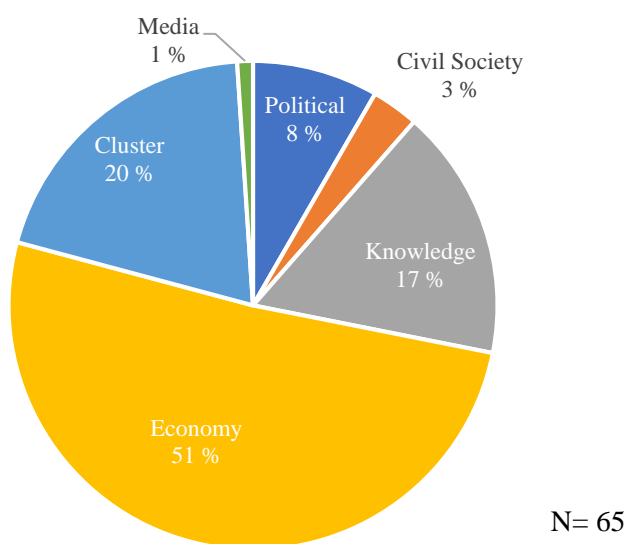
It is important to note that this Figure 4.5 reflects the composition of priority groups approached, rather than engagement trends across all potential stakeholder groups. Although some strategic contacts in other groups were approached (e.g. tourism), stakeholder groups largely excluded at this stage include tourist agencies, cross-sector organisations and financial institutions as well as Civil Society and Media systems, for the reasons stated above.

Aside from individual emails, the approach used by UNEXE to introduce potential stakeholders to MIREU has mainly been through informal conversations at academic and industry events and meetings, as well as during interaction with relevant contacts. REMIX/MIREU have both been highlighted with the Cornwall Mining Alliance cluster in this way. An evening lecture on both projects has been delivered to members of a professional society and was open to the public. UNEXE has also co-written a news item for the MIREU website and facilitated project dissemination via social media.

UNEXE has carried out dedicated engagement with Cornwall Council Mineral Planning department to discuss feedback on future project deliverables, as well as the potential benefits of MIREU.

At this stage, UNEXE has not coordinated stakeholder engagement events or activities in the name of MIREU.

UNEXE does not have standard engagement procedure that would be suited to MIREU; however, the university website, newsletters and media channels reach a wide audience, albeit mainly research focussed. UNEXE can also utilise the industry alumni networks of Camborne School of Mines and the Mining Alliance cluster to further highlight the project to the mining sector. These resources will be utilised for MIREU once there are project milestones to report or bulletins suited to specific audiences/agendas.

It is envisaged that stakeholder engagement with additional groups, and/or targeted interaction to support specific MIREU deliverables, would accompany UNEXE's main MIREU project contribution phase (after Year 1). This would require relevant disclosure material in an appropriate format, as well as pertinent project results, neither of which are currently available. For example, further targeted stakeholder engagement is expected when the draft SLO guidelines or toolkit and/or SWOT analyses are available for input.

Perceived bottlenecks in identifying and registering stakeholder interest can be identified as:

- Large number and range of potential stakeholders versus limited project timeline and resources to engage with them - could be alleviated by refined project goals

- Limited interim project results and suitable materials for disclosure and engagement

- Difficulties in identifying cross-sector organisations due to a lack of segregated mining supply chain data

5.1.5 Košice, Slovakia

The Košice self-governing region (KSR) and the Technical University of Kosice (TUKE) are the two MIREU regional partners working together to identify, register and engage stakeholders in Košice, Slovakia. The relevant stakeholders are identified through the internal database of TUKE and KSR. The database is supplemented by important contacts according to the specific needs of the project, from publicly available contacts and in accordance to the EU GDPR.

KSR and TUKE have existing stakeholder engagement approaches and have used these approaches to engage MIREU stakeholders. The common engagement methods are via phone

calls, e-mails, news and/or online articles, newsletters and social media. TUKE engaged the stakeholders in the name of MIREU through newsletters, social media and e-mails, while KSR engagaed with them through phone calls, networking at events and e-mails. There are currently no indirect engagement activities related to MIREU due to the lack of opportunities so far. The perceived existing or potential difficulties by both partners to generate more stakeholder input into the database include the lack of appropriate contacts, project results to present and the limited budget available. However, KSR and TUKE intend to integrate existing contacts into future events related to MIREU.

More than 50% of the identified stakeholders gave their consent to register as MIREU stakeholders. However, more effort is needed to engage stakeholders from the financial institutions of the economy system and the media sector. For KSR, the perceived existing or potential problem in identifying and registering stakeholders is the lack of appropriate topics for engagement and the lack of contacts, while TUKE is more concerned about the lack of existing projects result to present and the limited budget available. Chart 5.6 The registered MIREU stakeholders in Košice, Slovakia, by stakeholder groups and there are 13 registered stakeholders.

Chart 5.6 The registered MIREU stakeholders in Košice, Slovakia, by stakeholder groups

N= 13
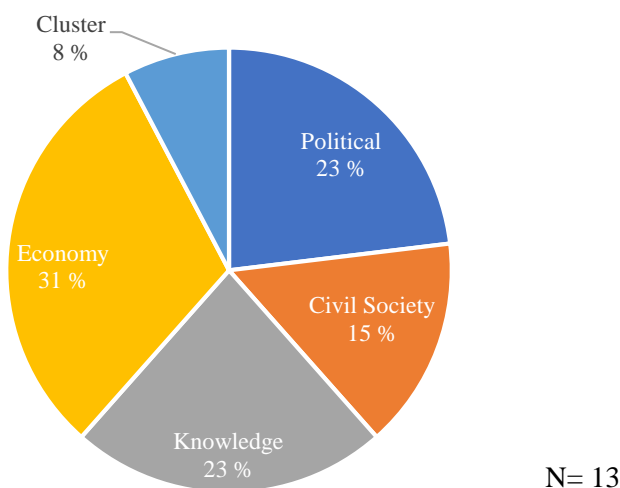
5.1.6 Ireland

The Exploration and Mining Division of the Department of Communications, Climate Action and Environment (EMD) is the MIREU partner in Ireland. EMD has an existing stakeholder engagement approach and it is applied to engage MIREU stakeholders. The common engagement methods in EMD is communication through e-mails, phone calls and networking events and organising workshops and/or meetings. In addition, as the Mining Division of the Department of Communication, Climate Action and Environment, EMD is able to engage its stakeholders via official government publications.

Currently, there has been no direct stakeholder engagement undertaken in the name of MIREU as there is said that there are no clear project inputs, processes and projects result to present. On the other hand, there are indirect stakeholder engagement activities. The indirect stakeholder engagement activities are mostly virtual, for instance, through social media and LinkedIn, in addition to phone call and conversation during networking events. So far, these approaches have not yet generated any feedback. Consequently, there is no registered stakeholder from Ireland.

5.1.7 Lapland, Finland

The Arctic Centre of the University of Lapland (LAY) and the Regional Council of Lapland (RCL) are the MIREU partners in Lapland, Finland, and are working together to identify, register and engage the stakeholders. The stakeholders were identified based on an existing list of stakeholders from LAY, with additional stakeholders provided by RCL and GTK.

Although there is no existing formal stakeholder engagement approach in LAY, most of the researchers have their individual networks and usually contact their stakeholders personally. The common engagement methods of LAY include conversations via phone calls and networking at events, online articles, blogs, social media, e-mails, surveys and interviews, joint research projects, workshops/meetings and seminars/conferences. In addition to the e-mails and the monthly online meetings, LAY engaged with stakeholders directly in the name of MIREU at the first MIREU Social License to Operate Workshop in Rovaniemi, Finland, which was organised by LAY. Indirectly, LAY engaged with the stakeholders through conversations such as phone calls and networking at other events, e-mails and other personal contacts with researchers and other stakeholders, including the Reindeer Herding Association, staff at the local municipalities, the ELY Centre (the regional governmental organisation overseeing natural resources, etc.) and industry working on similar projects. The output must be considered as rather low. Time restrictions have been seen as an issue for the stakeholder engagement as there is currently only one colleague working on MIREU in LAY.

LAY obtained consent from more than 50% of the identified stakeholders. More effort from the other Finnish MIREU partners is needed to engage these various groups, including the Sami, reindeer herders, the environmental group in Lapland and stakeholders from the economy system, for instance, mining companies and the media sector. The difficulties in identifying and registering stakeholders has been seen in the lack of appropriate contacts, the lack of project results to present and the limited available budget. Chart 5.7 presents the registered MIREU stakeholders in Lapland, Finland, by stakeholder groups. The number of registered stakeholders is ten.

Chart 5.7 The registered MIREU stakeholders in Lapland, Finland, by stakeholder groups
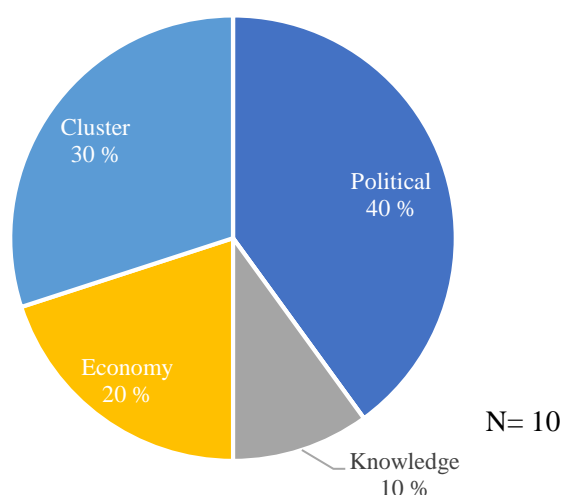
5.1.8 Lower Silesia, Poland

The Marshal's Office of Lower Silesian Voivodeship (UMWD-IRT) is the MIREU partner carrying out the stakeholder identification, registration and engagement in Lower Silesia, Poland. The AGH University of Science and Technology (AGH-UST), another MIREU partner located in Lower Silesia, has also provided additional contacts.

UMWD-IRT has a formal stakeholder engagement approach and it is applied to MIREU stakeholder engagement activities. The common engagement methods used by UMWD-IRT include communication through e-mails, phone calls, networking at other events, workshops/meetings and seminars/conferences. In addition to e-mails and conversations, workshops/meetings are carried out directly in the name of MIREU, for example, the Scientific and Technical conference "Status and Perspectives of Mining" on 26-27 October 2018 at the Wroclaw University of Science and Technology, Wroclaw, Poland. Stakeholders are also engaged through other related events, for instance, REMIX stakeholder meetings. The partners see the current difficulty in engagement in the lack of existing project results to present.

More than 50% of the identified stakeholders have given consent to become MIREU stakeholders but most of them have not yet registered in the MIREU stakeholder database. The REMIX stakeholder database has practically identified the main mining (MIREU) stakeholder scene in Lower Silesia. The contacts are at the Faculty of Geoengineering, Mining and Geology, Wroclaw University of Science and Technology. In addition to the problem to make stakeholders register in the database the perceived existing or potential difficulties in identifying and engage stakeholders lay also in the fact that there are no clear project inputs/process and that there is a lack of project results to present. Chart 5.8 indicates the registered MIREU stakeholders in Lower Silesia, Poland, by stakeholder groups.

Chart 5.8 The registered MIREU stakeholders in Lower Silesia, Poland, by stakeholder groups
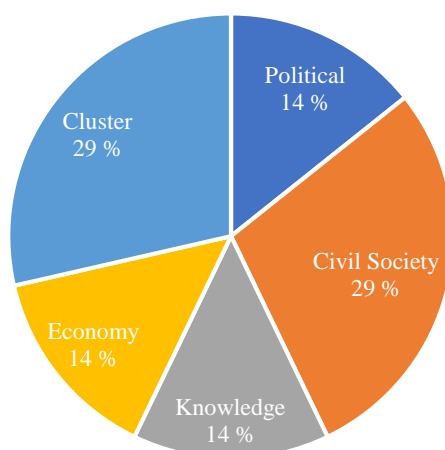
N= 3

5.1.9 Maramures, Romania

The Energy Management Agency of Maramures (AMEMM) is the MIREU regional partner in Maramures, Romania. The potential MIREU stakeholders in Maramures are identified based on the existing network of AMEMM and its partners, which includes stakeholders in mining, metallurgy and raw material sectors, research, media, regional and central administration, environmental public and private organisations and legislative and political entities.

All the relevant stakeholder sectors have been investigated, identified and included however the metal mining and metallurgy industry has been looked into in further detail. This is due to the fact that the Maramures region used to have extensive mining and metallurgy operations before having been closed in 2007. Hence, AMEMM has organised meetings and discussions with the main actors, namely:

- **The National Agency for Mineral Resources (NAMR),** whose main activities include:
  - to manage the petroleum resources, mineral resources and the national geological fund, state public property, defined by the Mining Law no. 85/2003 and Petroleum Law no. 238/2004.
  - to negotiate and establish together with the other conceding authorities of the state public domain, as the case may be, the clauses and conditions of the petroleum agreements, mining licenses and permits; to conclude such agreements and regulate the petroleum operations and mining activities by norms, rules and technical instructions issued for the application of the legislation in force.
- **CONVERSMIN SA**, a state-owned company whose main activities include the conservation and environmental rehabilitation of mines and open pits.
- **ROMALTYN MINING SA**, a privately-owned company who owns the Aurul Gold Tailings Retreatment Facility.
- **NATIONAL COMPANY OF PRECIOUS AND NON-FERROUS METALS "REMIN" SA**, the state-owned mining company who holds the mining leases for the majority of the mining areas in Maramures.

Despite the matter of fact that the Maramures Region has lost substantial industry in mining and metallurgy and taking into account that, comparatively to other Partners, the Maramures Project Partner owns a rather little budget in MIREU, their representatives identified the most stakeholders. Now, more efforts need to be undertaken to make them register in the database!

Chart 5.9 The identified MIREU stakeholders in Maramures, Romania, by stakeholder groups
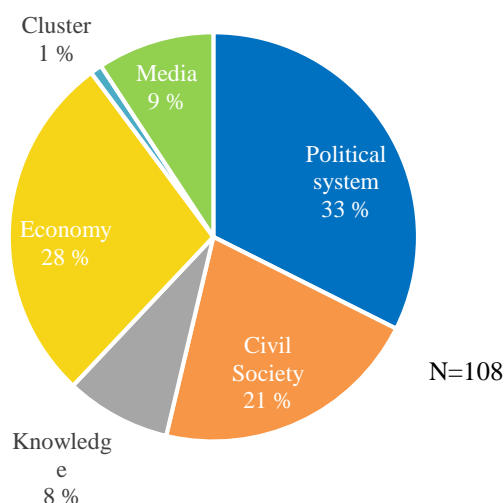

5.1.10 North Karelia, Finland

The Joensuu Regional Development Company JOSEK Ltd (JOSEK) represents North Karelia, Finland. Stakeholders were identified through personal contacts based on 15 years of experience in regional operations and projects on mining industry and related SMEs. There is an existing stakeholder engagement approach in JOSEK and it is applied to MIREU stakeholders. The common stakeholder engagement method of JOSEK include communication through phone calls and networking at other events, e-mails and workshops/meetings. JOSEK has carried out workshops/meetings directly in the name of MIREU and also indirectly by introducing MIREU in other conversations and networking activities. The most important group has been the strategic group of the North Karelian extractive industry, which includes representatives from all responsible authorities, businesses and training organisations related to the mining industry. JOSEK has not perceived any bottlenecks so far, as only the potential stakeholders have been contacted.

In total, more than 50% of the potential stakeholders have given consent to being registered as MIREU stakeholders. The registered MIREU stakeholders in North Karelia, Finland, by stakeholder groups and the total registered number are shown in Chart 5.10.

Chart 5.10 The registered MIREU stakeholders in North Karelia, Finland, by stakeholder groups
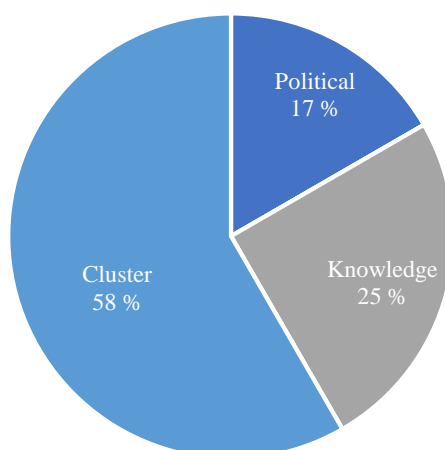
N= 11

5.1.11   Saxony, Germany

The potential MIREU stakeholders in Saxony are identified based on the existing network of GKZ, which includes stakeholders in the mining and raw material sector in industry, research, administration and cooperation with partner associations. Further research on hidden stakeholders was conducted based on the stakeholder groups developed in the Task 2.1. The hidden stakeholders for GKZ are in areas such as general education, museums, associations, political parties, etc.

In order to reach all the stakeholders in the most efficient manner and to introduce the MIREU project effectively, GKZ organised a MIREU Regional Kick-off Conference in the Capital city on 1st March, 2018 also to raise awareness of European initiatives and inspire stakeholders to join and comply with the European policy making in the raw materials sector. The invitation was disseminated to all the potential stakeholders and the conference attended by 130 stakeholders.

Further stakeholder identification and engagement works have been carried out after the regional Kick-off meeting. For instance, GKZ organised the MIREU Seminar regarding mining and industrial cultural heritage in M7. The event allowed GKZ to introduce MIREU to regional stakeholders, from Saxony and other regions, with specific interests who did not participate in the Regional Kick-off meeting. GKZ has also reached more regional stakeholders by introducing MIREU at other regional events, such as the seminar "Shaping change – towards a holistic industrial strategy" organised by the Ministry of Labour and Economy of the Free State of Saxony and the Commission for Economic Policy. Last but not least GKZ is permanently introducing MIREU project into his member network.

It is interesting to note that stakeholders from the economy system, for instance, mining companies and metallurgy companies, required more individual efforts from GKZ to register compared to the others, while stakeholders from the political system, for instance, regional authorities and administrations, have been more willing to join the MIREU network without any further project results and PR media. At the end the total number of identified stakeholders amounts 87 of which 36 have registered. Chart 5.11 and 5.12 show the pie charts of registered MIREU stakeholders in Saxony and share of registration by stakeholder groups.

Chart 5.11 The identified MIREU stakeholders in Saxony, Germany, by stakeholder groups
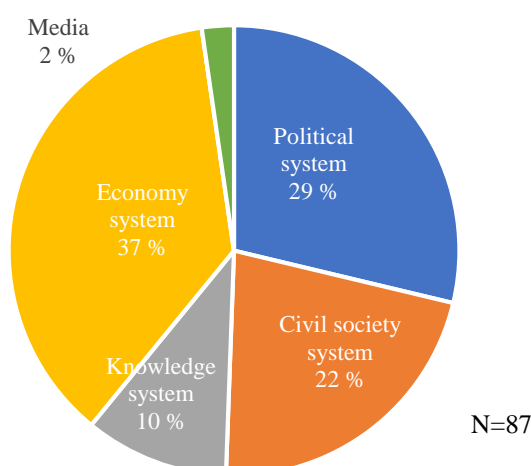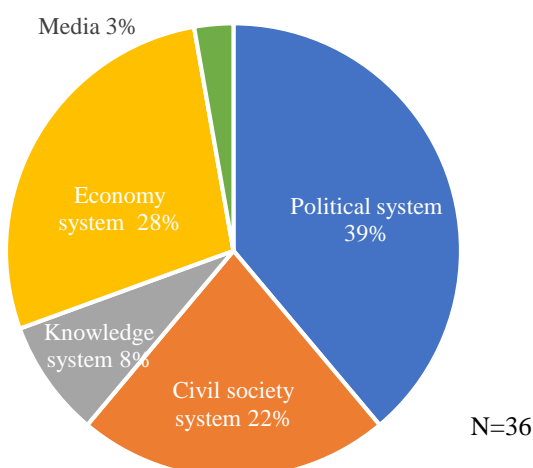

Chart 5.12 The registered MIREU stakeholders in Saxony, Germany, by stakeholder groups


5.1.12 Sterea Ellada, Greece

The MIREU partner representing the Sterea Ellada region in Greece is the National Technical University of Athens (NTUA). MIREU stakeholders in Sterea Ellada were identified based on the MIREU sister project REMIX, as there is a large overlap. As a partner participating in REMIX, NTUA has identified and engaged their stakeholders relevant to the mining and metallurgy sector according to the requirement of REMIX.

NTUA stated that as a university, engaging stakeholders is not its core activity. Therefore, it does not have a formal stakeholder engagement approach. However, NTUA maintains a network of contacts in the mining and metallurgy sector, for instance, the contacts with industry and ministries. The common engagement methods include phone calls, e-mails, networking at other events, news and/or online articles, workshops, meetings, seminars and conferences. There are workshops/meetings held directly in the name of MIREU. For instance, a session of the REMIX Peer Review in Delphi (M11) was dedicated to a conjunction: REMIX-MIREU Networking Regions. MIREU is also introduced in other workshops/meetings and seminars/conferences. The recognised difficulties in engaging stakeholders were seen in the lack of appropriate topics for engagement and the lack of existing results from the project.

There are currently four stakeholders from Sterea Ellada, Greece registered in the stakeholder database. Chart 5.13 shows the registered MIREU stakeholders by stakeholder groups. More effort is needed to engage more stakeholders at all, specifically from the civil society and the economy system..

Chart 5.13 The registered MIREU stakeholders in Sterea Ellada, Greece by stakeholder groups

Economy
25 %

Political
75 %

N=4
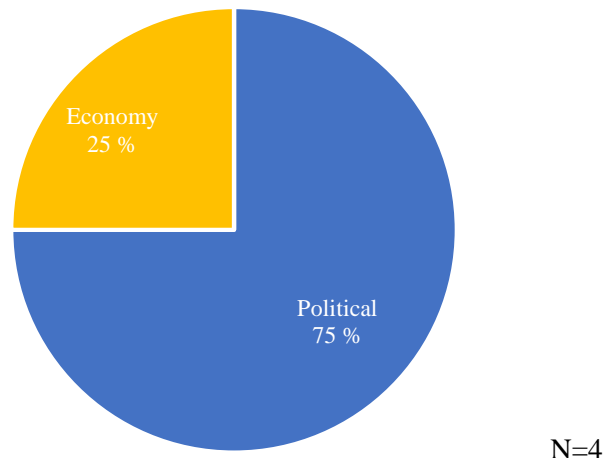
5.1.13   Styria, Austria

The stakeholder identification, registration and engagement are carried out together by the University Leoben (MUL) and the Verein Steirische Eisenstraße (VESTE).

MUL does not have a general stakeholder engagement approach but one focusing on future students. The common practices in engaging stakeholders include conversations such as phone calls and networking events, e-mails, newspaper and/or online articles, newsletters, social media, workshops/meetings and seminars/conferences. MUL also carries out workshops/meetings for stakeholder engagement directly in the name of MIREU, e.g. it hosted together with VESTE the 2nd MIREU SLO workshop in Leoben on 23-25 October. After the 2nd MIREU SLO Workshop, the regional stakeholders from Austria and Styria will continue to receive MIREU updates and will be invited to MIREU activities (e.g. the MIREU conference of Governance and Policy within Mining and Metallurgy EU Regions in January 2019 in Leon, Spain). Indirectly, MUL engages MIREU stakeholders through conversations, e-mails and other workshops/meetings. More than this the connection to industry by the professionals at MUL can be more involved in the stakeholder identification.

VESTE has a general stakeholder engagement approach and it is applied to engaging MIREU stakeholders. The general stakeholder engagement methods of VESTE include conversations, e-mails and workshops/meetings. So far, there is no stakeholder engagement activities directly in the name of MIREU. According to VESTE the reason for this is the lack of project inputs/progresses and the lack of existing project results to present. The same reasons apply to the lack of indirect stakeholder engagement activities. These are perceived as the existing difficulties in stakeholder engagement. Here it became most apparent that a clear depiction of

how the project outputs could be beneficial for the regional stakeholders is missing and cannot just be concluded from the MIREU project aim.

Registered stakeholders account for more than 50% of the identified stakeholders. More effort is needed to engage stakeholders from the economy system (e.g. upstream and downstream companies), civil society and the media sectors. Problems perceived in identifying and registering stakeholders are seen not only in the aforementioned conclusions but also in the limited budget available. In addition, there are many projects that are competing for the same group of stakeholders. Chart 5.14 shows the registered MIREU stakeholders in Styria, Austria, by stakeholder groups.

Chart 5.14 The registered MIREU stakeholders in Styria, Austria, by stakeholder groups

N= 10
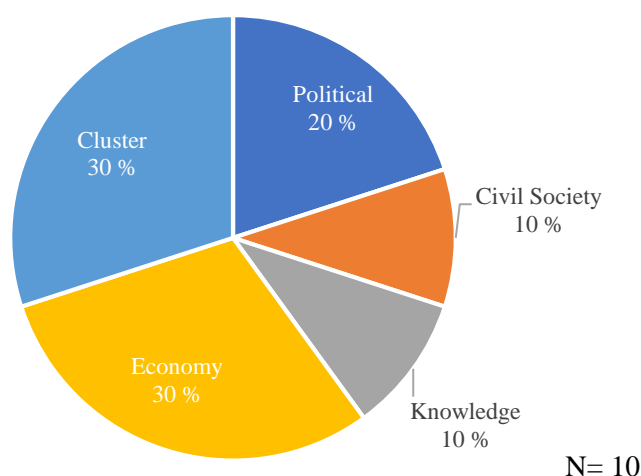
## 5.2 Overview of the registered MIREU stakeholders

In total, there are **205** MIREU stakeholders registered in the MIREU stakeholder database. (The identified 108 stakeholders from Maramures, Romania, are excluded from this Chapter as they have not registered in the database yet.) The number of the registered stakeholder per MIREU region, on average, is **14**. The number of the MIREU regions adopted in the calculation is 15 (Alentejo PT; Andalucía ES; Aragon ES; Castilla y León ES; Cornwall UK; Ireland IE; Košice SR; Lapland FI; Lower Silesia PL; Maramures RO; Northern Karelia FI; Saxony DE; Sterea Ellada GR; Styria AT; Västerbotten, SE), out of which only **11** contributed with registrations.

Stakeholders from the economy system (i.e. consulting firms, exploration companies, mineral processing companies, mining companies and metallurgy companies, etc.) accounting for 37% of the total registered stakeholders is the largest stakeholder group. Nevertheless, according to the survey result, many MIREU partners indicated that more effort is needed to attract more stakeholders from the industry. The political (i.e. governments and other governmental offices, etc.) and the knowledge (i.e. research institutes and universities, etc.) systems accounts for 18% each while the cluster system follows closely behind, accounting for 17% of the total registered stakeholders. No MIREU partner made any comment regarding registering these three stakeholder groups in the survey result. On the other hand, some MIREU partners found that more effort should be put in to attracting stakeholders from the civil society system (i.e. non-governmental organisations and other civil society organisations, etc.). The smallest

stakeholder group is the media system (i.e. magazine and journal, etc.). Chart 5.15 presents the registered MIREU stakeholders of all regions by stakeholder groups.

Based on the survey result, many MIREU partners perceived difficulty during the process of identifying, engaging and registering stakeholders because of the lack of project results for presenting. However, it should be noted that the survey was conducted between M8 and M9 when many of Deliverables relevant to potential stakeholder interests are scheduled to be delivered at a later date. However, it must also be mentioned, that during the survey it became also apparent that a clear depiction of how the project outputs could be beneficial for the regional stakeholders is missing and cannot just be concluded from the MIREU project aim.

Chart 5.15 The registered MIREU stakeholders of all regions by stakeholder groups

N= 205
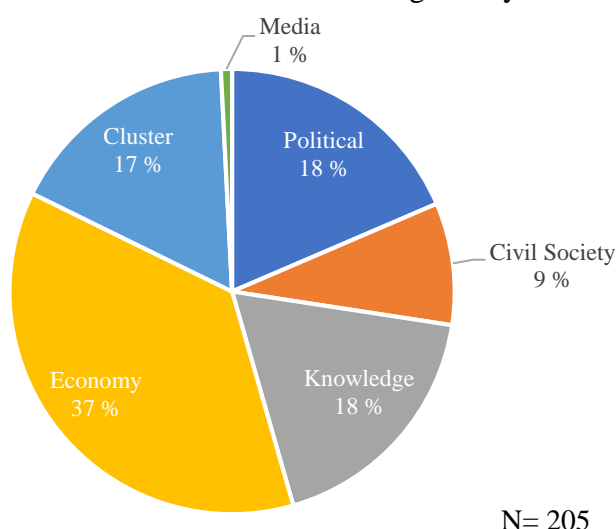
6. CONCLUSION – LESSONS LEARNT AND DEMAND FOR ACTIONS

Stakeholder identification, registration and engagement together is a cornerstone for developing the MIREU project as MIREU aims to establish a network of mining and metallurgy regions across Europe which will help the regions to share knowledge and experiences when facing the challenge to establish and maintain an extractive industry. Deliverable 2.1, the directory of Regions and stakeholders relevant to network Regions and members of the Council of Mining and Metallurgy European Regions (CoMMER), provides stakeholder information of different MIREU regions to the all the MIREU partners. In other words, the contact information allows the MIREU partners to reach out to stakeholders beyond their respective regions. It can be used for informing the stakeholders of knowledge and experiences exchanged in the project (e.g. dissemination of newsletters) and engaging the stakeholders in the MIREU project activities (e.g. invitation to the MIREU Stakeholder Workshops).

To develop the directory, between M1 and M13, GKZ together with ERRIN and GTK had defined the stakeholder groups, the online stakeholder identification form, the online stakeholder database and the general stakeholder consent inquiry in order to be in compliance with the latest EU GDPR. In addition, soft measures were provided with the assistance of LAY

and UNEXE, such as, the stakeholder engagement guideline, the list of stakeholder engagement and participatory tools and carrying out and planning the supportive Fact-finding Workshops.

The new EU GDPR is considered to be the main obstacle of the process. Since no personal data could be processed without explicit consent of the respective person, additional time was spent in preparing the general stakeholder consent inquiry. More effort from the MIREU partners was also needed to obtain the consents from the stakeholders. To simplify the process and increase the efficiency, it was recommended to print out the consent inquiry and collect the consents at once in regional events relevant to mining and metallurgy.

Until M13, there are in total 205 stakeholders registered in the MIREU stakeholder database. The average number of registered stakeholder per MIREU region is 14. Due to the new EU GDPR, a lower number of registered stakeholders was expected. However, it is recognised that some of the MIREU regions do not have sufficient registered stakeholders in the MIREU stakeholder database to support future project activities. In order to ensure that the MIREU networking activities can proceed with even representatives from the MIREU regions, GKZ decided that each MIREU region should have at least 20 registered stakeholders in the MIREU stakeholder database. The number was defined based on the average number of the registered stakeholder per region which currently has stakeholder registered in the database (i.e. 11 MIREU regions and on average, 19 registered stakeholders per region). The suggestion will be announced in the MIREU progress meeting in January (M14) in León, Spain.

In response to the most common perceived difficulty in stakeholder engagement, the lack of project results for presenting, in M8-9, Deliverable 4.1: Regional cultural identity and stakeholder mapping report was published in M9 and an overview of RIS3 in MIREU regions was prepared by GKZ in M13. (It was forwarded it to the respective WP, WP5: Identifying and promoting regional synergies for economic growth.) Taking into consideration that several other Deliverables are also scheduled to be delivered in 2019 (M14-M25), the stakeholder engagement is expected to become easier as the project progress.

However, it will be up to all the project Partners involved in MIREU to convey the idea of MIREU to the public and to justify its own involvement by giving a potential stakeholder a clear depiction of how the project outputs could be beneficial for the Region.

7. REFERENCES

Achterkamp, M.C. and Vos J.F.J. (2007). Critically Identifying Stakeholders: Evaluating boundary critique as a vehicle for stakeholder identification. *Systems Research and Behavioral Science*, 24(1), pp.3-14.

Bammer, G. (2003). *Embedding Critical Systems Thinking in the Academy*. Retrieved from http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.737.5436&rep=rep1&type=pdf on 11/07/2018

Chevalier, J.M. and Buckles, D.J. (2008). SAS[2]: A Guide to Collaborative Inquiry and Social Engagement. Sage Publications. ISBN: 978-81-7829-890-0

Dougill, A.J., Fraser, E.D.G., Holden, J., Hubacek, K., Prell, C., Reed, M.S., Stagl, S., Stringer, L.C. (2006). Learning from doing participatory rural research: lessons from the Peak District National Park. *Journal of Agricultural Economics* 57, 259–275.

Eden, C. and Ackermann, F. (1998). Making Strategy: The Journey of Strategic Management. London: Sage Publications.

Erdmann, L., Eckartz, K., Moller, B., Tercero, L., Teufel, B., Fuchs, M. (Fraunhofer ISI), Machacek, E., Thorsøe, K. (GEUS), Petavratzi, E., Brown, T. (NERC), Voet, E. (UL-CML), Falck, E. (MinPol), Bisevac, V. (EFG), Hofmeister, T. (NTNU), Quental, L (LNEG), Katalin, S. (MFGI), Radwanek-Bak, B (PGI), Arnbom, J. (SGU). (n.d.) Mineral Intelligence Capacity Analysis (European Union Horizon 2020 Project: 689468) Deliverable D2.1Stakeholder Report: identification & analysis. Retrieved from http://mica.eurogeosurveys.org/wp-content/uploads/2017/02/D2.1_Stakeholder-Mapping-Report.pdf on 06/12/2017

Freeman, R.E. (2010). *Strategic Management: A Stakeholder Approach*. New York: Cambridge University Press. ISBN 978-0-521-15174-0 (Original work published 1984)

Greyling, T. (1999) Towards Managing Environmental Disputes: Appropriate Public Participation. Prepared for Conference on Environmental Dispute Resolution 10-11 June 1998, Fourways, Gauteng, Manyaka Greyling Meiring (Pty) Ltd, South Africa. Retrieved from http://saiea.com/calabash/html/TOWARDS%20MANAGING%20ENVIRONMENTAL%20DISPUTES.pdf on 12/01/18

Midgley, G. (2003). Science as Systemic Intervention: Some Implications of Systems Thinking and Complexity for the Philosophy of Science. *Cuadernos de Administración*, 16(25), pp. 7-30.

Mitchell, R.K. and Agle, B.R. (1997). Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts. *The Academy of Management Review*, 22 (4), pp. 853-886.

Prell, C., Hubacek, K. and Reed, M.S. (2009). Social network analysis and stakeholder analysis for natural resource management. *Society and Natural Resources*, 22(6), pp. 501-518.

Reed, M.S., Graves, A., Dandy, N., Posthumus, H., Hubacek, K., Morris, J., Prell, C., Quinn, C.H. and Stringer, L.C. (2009). Who's in and Why? a typology of stakeholder analysis methods for natural resource management. *Journal of environmental management*, 90(4), pp. 1933-1949.

8. APPENDICES

8.1 A.1: The online stakeholder identification form

Create Stakeholder Database

Add content (/node/add) / Create Stakeholder Database

Section 1. Personal Information

Please fill in the contact information of the person submitting the stakeholder identification form.

First Name *

Surname *

Organisation *

Email Address

Phone Number

Address

Country

| - None - | |

Website

Title   **URL**

Twitter Handle

Section 2. Stakeholder Engagement

Please select a stakeholder group and fill in the relevant information for that group, together with the contact information of the person representing that stakeholder group. Note that you can add more than one stakeholder group per form.

National / Regional Level *

☐ National

☐ Regional

Stakeholder Groups *

☐ Political

☐ Civil Society

☐ Knowledge

☐ Economy

☐ Cluster

☐ Media

Interests

☐ Circular Economy

☐ Clustering

☐ Projects

☐ Raising public awareness

☐ Reclamation

☐ Cultural Heritage and Citizen Science

☐ ESIF and Regional Investment

☐ Policy Making

☐ Research and Academia

☐ Smart Specialisation

☐ Social License to Operate (SLO)

☐ Cooperation with Other Governmental Offices

☐ Other

Language *

| English |
| German |
| Spanish |
| Other |

Personal Consent

☐ Is the Stakeholder's personal information different to the data stated in section 1?

☐ I give consent to the MIREU project to make my personal information publicly available

☐ I give consent to the MIREU project for dissemination purposes *

You give consent the MIREU project to use your personal contact information for disseminating information about the development and outcomes of the MIREU project (i.e. Newsletters), surveys or questionnaires and invitations to the MIREU events to you.

☐ Consent was given the a MIREU Partner?

Consent Form

[Choose File] no =le selected   ☐ Upload

☐ More information

Fax Number

[   ]

☐ Save   Preview

8.2   A.2: The second fold of the online stakeholder identification form

8.3   A.3: MIREU standard consent inquiry with instruction

The consent inquiry is used to obtain consent from the regional stakeholders so we could store their contacts into the MIREU stakeholder database. As regions are different from one another, a customized consent inquiry for each region is proposed.

The standard consent inquiry is shown below. The parts marked <mark>yellow</mark> should be filled out by you and the text in "**What is MIREU**" could be altered if you want to emphasis certain topic. Please mark your changes <mark>blue</mark> when you send it back to me. If you translate the whole consent

inquiry into other language, there is no need to mark anything.

After you send the customized consent inquiry back to me, it could be made into a webpage. Then you could add the link of the webpage into your e-mail which you are going to send to your stakeholders. We believe the webpage format more reader-friendly than the inserting a long text into an e-mail. On the other hand, the content of your e-mail will depend on you.

However, please note that **making** the consent inquiry into a **webpage** is **not compulsory**. If you prefer to merge the consent inquiry into your e-mail, it is not a problem. However, if you reconstruct the sentences of the inquiry, it would be the best to let me review it before dissemination to ensure that all the information required by the general data protection regulation (GDPR) is still there.

Please let me know if you have any questions or comments!

Dear Sir or Madam,

We are approaching you as a potential stakeholder for the EU-funded project **MIREU, Mining and Metallurgy Regions of EU**, to inquire **whether you/your organization would be willing to give consent to storing your contact information into the MIREU stakeholder database**. We obtained your contact details from _____ (ex. the website of your organization).

What is MIREU?
MIREU creates an active network between the European mining and metallurgy regions. It aims to find a sustainable way to safeguard the European access to raw materials that are critical for the European economic development and to raise raw material awareness.

MIREU focuses on facilitating the conversation between all the interested stakeholders, for instance, regional authorities, companies from industries, research and academic institutes, non-profit organizations and the general public.

Valuable knowledge and experiences from various regions are exchanged within the MIREU network. The core issues being discussed include *valorisation of mining/metallurgy heritage, social licence to operate (SLO), European Structural and Investment Funds (ESIF) and regional investment, policy making, research and academia, Smart Specialization (RIS3) and cooperation with other governmental offices.*

Why do we, MIREU, collect your data?
We would like to know if you are interested in the work of MIREU and, also, if you wish an opportunity to have a say in various issues relevant to MIREU. Your data would be stored and processed solely for the purpose of disseminating information about the development and outcomes of the MIREU project (i.e. Newsletters), conduct surveys or questionnaires and sending you invitations to the MIREU events.

Which data is collected by MIREU?
The data we collect includes your name, your e-mail address, the name of the organization that you are representing, if the organization is at regional or national level, the link to the website and twitter account of the organization, your telephone and fax numbers, the organization post address, the contact language and your potential interests in core issues of the MIREU project. The organization you represent is also categorized in to one or more stakeholder group(s). We

would treat your personal contact data as confidential by default.

Where do we store your data?
Your data is stored in the internal online database of MIREU and kept confidential within the MIREU project partners by default. The duration of data storage will be as long as the online database stays active. However, by the end of the MIREU project in November 2020, another inquiry will be sent out to obtain your consent in storing your data and provide you the contact detail of the new data controller. Please check out the Security, Storage and Data Retention section of the MIREU Website: Privacy and Cookie Policy via https://mireu.eu/content/privacy-and-cookie-policy for more information.

Know your rights
According to the current European Union Data Protection Directive and the European Union General Data Protection Regulation (applies from 25/05/2018) you have the right to rectify, erase, restrict the processing of your data management (including data portability) and withdraw the consent during and after the project. You also have the right to lodge a complaint with a supervisory authority at any time.

Your consent
Please kindly answer this consent inquiry by replying the e-mail to _____ (the MIREU Partner) and permitting them to enter your contact information for you. By giving the consent, you would consent the MIREU project to use your personal contact information for disseminating information about the development and outcomes of the MIREU project (i.e. Newsletters), surveys or questionnaires and invitations to the MIREU events to you.

The standard contact format is e-mailing. Please specify in your reply if you have other preferences, for instance, sending a fax or phoning. We would treat your personal contact data as confidential by default - please inform us in your reply if you are willing to public your personal contact data on the MIREU website.

Contact us
Data controller – the stakeholder database is managed by the MIREU Work Package 2 leader, Geokompetenzzentrum Freiberg (GKZ). If you have any questions in this regard, please contact Meng Chun Lee via mengchun.lee@gkz-ev.de .

More information
MIREU Homepage: https://mireu.eu
MIREU Website Privacy and Cookie Policy: https://mireu.eu/content/privacy-and-cookie-policy

This project has received funding under the European Union's Horizon 2020 research and innovation programme under Grant Agreement No. 776811 │ Topic: H2020-SC5-2017 ".

Best regards,

Geokompetenzzentrum Freiberg (GKZ) Team

8.4   A.4: Stakeholder engagement guideline

This e-mail is sent under the **Task 2.2** Developing of moderation techniques and acquisition of networking ideas. It aims to provide a **guideline/reference for (regional) stakeholder engagement**.

From our past experiences, we understand that we live in Europe where people have very different cultural mentalities and custom. Therefore, **we need the best format for an individual approach to a single stakeholder**. We are aware that the suitable format for approach and contact largely depends on the position and self-understanding of the individual stakeholder/stakeholder group with whom we want to contact, and on formal issues in the communication. The format of approach and contact can vary from an e-mail, a post, a fax, a telephone call to more comprehensive/personal measures, ex. In-house consultation and world café. All we wish to make sure is that our messages are being captured, understood and complied by stakeholders.

In addition to the formal issues, **time is another crucial factor** in the dissemination work. We have to successfully deliver a message within a very short period of time. Stakeholders are often only willing to spend limited amount of time on the subject. During the short period of time, the stakeholders need to understand what we want and to feel inspired by MIREU.

While engaging and disseminating information to stakeholders, it is necessary to consider that we, as a consortium, learn a different working style in communication but in this regards we are a rather closed community. What we want to obtain and whom we want to attract are in the outside world.

An example format of approach is provided by GKZ. GKZ organized the MIREU Saxony regional Kick-off meeting to exchange latest information between different stakeholders in raw material sector. At the same time, the meeting introduced MIREU to all the stakeholders. GKZ also took the chance to acquire the consent for processing personal data as once from all the participants that account for half of GKZ's stakeholders. However, it should be noted that the method is chosen for Saxony due to the existing long-term cooperation between GKZ and the regional stakeholders.

8.5   A.5: Definition of stakeholder engagement

Definition of stakeholder engagement
Stakeholder engagement is a process leading to a joint effort by stakeholders, technical specialists, the authorities and the proponents who work together to produce better decisions than if they had acted independently (Greyling, 1999).

Levels of stakeholder engagement
Table shows from left to right the lowest level of stakeholder engagement to the highest.[1]

---

[1] International Association for Public Participation (IAP2), 2014

Table 8.1 Level of stakeholder engagement

INCREASING IMPACT ON THE DECISION

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

8.6   A.6: List of registered stakeholders by regions

Due to GDPR the information is available only to selected MIREU project partners.